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ABSTRACT

Brief summaries are presented of the topics discussed at the general session of the conference. These include: the national park service, risk management/occupational safety and health, liability and legal problems, and maintenance of homeostasis-rational self-counseling. The following workshop sessions are also summarized: (1) Principles of Risk-Management; (2) Leaving Your Job--There Is Life After; (3) PRICE (Public Relations, Ideally Cost Effective); (4) Computer Graphics Applied to Park Planning and Design; (5) Help for the Small Community; (6) Planning by LSU Researchers; (7) Drugs, Sex and Advertising; (8) Controlling Abusive Use of Department Resources; (9) A Perceptive Review of Landscape Architecture in China; (10) Concrete Is Not Just Concrete; (11) Weathermatic Service Seminar on Irrigation Equipment; (12) Parks Profit from Federal and State Teamwork; (13) Implementing Employee Fitness Programs; (14) Parks and Water--Managing Parks with Lakes; (15) Office Automation and Computerization: The Biggest Threat to Middle Management since Proposition 13; (16) Conflict Management; (17) Work Management Systems That Really Work; and (18) Revenue Producing Facilities. (JD)

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Southwest Park & Recreation Training Institute

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31st Annual

SOUTHWEST PARK AND RECREATION TRAINING INSTITUTE

February 2, 3, 4, 5, 1986

Lake Texoma Lodge
Lake Texoma State Park
Kingston, Oklahoma

OBJECTIVES:

Fostering, gathering and disseminating of information with reference to parks, and recreation facilities, grounds, programs and objectives. To work with all people, particularly of the Southwest Area, to encourage a greater degree of professionalism among those in the park and recreation profession. To foster a spirit of cooperation between all agencies related to public park and recreation programs. To encourage and support those colleges which train people in park, recreation and related fields.

IN COOPERATION WITH:

Oklahoma Tourism and Recreation Department

CONDUCTED BY:

Department of Park Administration and Landscape Architecture
Texas Tech University
Lubbock, Texas 79409
Bill Kitchen, Program Coordinator

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1986 BRAG NIGHT PRESENTATIONS

Category I, Major Productions

1. **The Rio Grande** - Neva Tandy and Fred Landefeld
   Bureau of Reclamation, Amarillo, Texas

2. **The North Jeffco Story** - Jim Fisher
   North Jeffco Metropolitan Recreation and Park District
   Arvada, Colorado

3. **The Commitment to Excellence** - Velva Carter
   Dallas Department of Park and Recreation

4. **Water Theme Park Proposal** - Mary Pryjomski
   Lubbock Department of Parks and Recreation

5. **Adapted Aquatics** - Jackie Kayn
   Dallas Department of Park and Recreation

6. **Plano Sesquicentennial** - James Fox
   Plano Department of Parks and Recreation

7. **Managing Change** - Gene Gibson
   Texas Tech University

8. **Urban Ranger Program** - Bunny Benn
   Austin Parks and Recreation Department

9. **Gold Medal Presentation** - James Fox
   Plano Department of Parks and Recreation

In Category I, the winner was **Plano Sesquicentennial** by James Fox.

Category II, Narrated Slide Show

1. **Kidd Spring Creative Playground** - Bonnie Lutz
   Dallas Department of Park and Recreation

Category III, Show and Tell

1. **Anchors Away** - Phil Thornburg
   Kansas City, Missouri Parks and Recreation Department

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Mickey Carter

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Roger Scott

THIRTY YEAR AWARD
Henry Engelbrecht

DIAMOND AWARD
Max Robertson

TWENTY-FIVE YEAR AWARD
David Loughridge

SPECIAL CONTRIBUTION AWARD
James W. Kitchen

TEN YEAR AWARD
Jerry Darter

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GENERAL SESSION

GENERAL SESSION 1986

Eddie C. Hueston, President, Assistant Director of Parks and Recreation Department in Dallas, Texas, opened and presided over the General Session.

Invocation was given by **Celeste Hoehne,** Texas Tech student, who also is involved with the Llano Estacado Park People, Inc. of Lubbock, Texas.

The welcome to Texoma was given by **Clay McDermeit,** Director of the Division of State Parks of Oklahoma, Department of Tourism and Recreation.

The keynote speaker was **Mr. William Penn Mott, Jr.,** Director of the National Park Service. His presentation dealt with the past, present and future of national parks.

To begin with, there will be a 50% reduction in the National Park Services budget due to the Graham-Rudman bill. In 1986, budget cuts were 4-1/2%; in 1987 there will be a 25% cut; and after 1987 it will be cut 50%. There are an estimated 400 million visits to national parks per year; thus the average is two visits per American. The proposal is to raise admission from $2 to $10 per person. The solution to the significant $8 raise on entrance fees to national parks is the idea of purchasing a passport which will be valid for five years. Prediction of income with passport use will be approximately one-quarter million per year.

Mr. Mott stated that President Reagan spent $1 billion from 1981-1986 on the budget. He also stated that President Reagan has the Outdoor Recreation Resources Review Commission (ORRRC) working on a comprehensive outdoor recreation assessment to examine the fate of outdoor recreation in America. The positive outcome of a booklet passport is that it produces stability, and that is a very important factor in parks. The idea of the passport is to make people come back to visit.

Another idea for parks is to be able to market them as a product. It is needed to show the significance and the importance of parks to the public. An important need is innovative leadership, and to establish a supply/demand and a new ideas committee. Mr. Mott would like to develop a theme of taking pride in America by protecting public lands and to enlist help from the public and private sectors. The emphasis of the theme is to make the public understand the importance of keeping parks clean; it saves the use of money for nonproductive items or tasks. For funding, an increase in research and interpretive capabilities is necessary. Money collected from fees will be used in the parks; fee collection will be used by individual parks and will not be included in the budget. Fee passes will cost $10 - even for senior citizens!

Since taking office last May, Mr. Mott has initiated a 12-point plan. Copies of the plan may be obtained by writing to the National Park Service. In mid-February, a meeting is scheduled with Mr. Don Hodel, Secretary of the Interior, to implement the 12-point plan.

The 12 points of the plan are as follows:

1. Develop a plan to protect our resources.

2. Pursue creative land expansion. Get people to accept and understand change. One change is to develop unisex toilets instead of having separate facilities for men and women. It saves money on building, construction and maintenance. Another issue was the availability of garbage cans for social value and sanitation. Roads in the future will be designed for 30 MPH instead of 60 MPH for the purpose of enjoying the scenic beauty.

3. Stimulate and interpret for public support; also to educate the public to attain their support.

4. Effectively share resources for public understanding on critical issues.

5. Increase public understanding of the parks' roles and how this relates to the public (purposes). For marketing purposes, reports of finances and the budget will be included to show the public where the money is going. Parks are important; we must make the public realize it.

6. Expand the role of public involvement as groups and individuals through use of constructive criticism.

7. Seek a better balance between people and the management of resources.

8. Enhance the ability of diversity to meet public demands.

9. Expand career opportunities to all employees to make a productive workforce to achieve the best from employees, perhaps by visiting other parks and to further their education for incentive motivation.

10. Provide for appropriate designs for quality facilities.

11. Develop a team relationship between concessionaires and the National Park Service.

12. Foster and encourage creativity in the National Park Service.

Take a chance on decisions but make sure they are calculated risk decisions was Mr. Mott's closing note.

The next presentation featured **Mr. Peter Potemkin,** Risk Management/ Occupational Safety and Health Manager in Longmont, Colorado. The presentation dealt with loss prevention, loss control and financing, and policy development. Mr. Potemkin stated that laws of the land are only written down about 20% of the time, and that laws are basically common law (unwritten law). The problems created as a result are ignorance and indifference due to society's changes.

Mr. Harold Lutz, attorney from Arvada, Colorado, gave a presentation on liability and legal problems. Mr. Lutz emphasized the point of trying to make liability the individual's responsibility. The problem with liability cases is a national problem, not just a state or local matter. Citizens allow the state to sue themselves. With the Federal Tort Claims Act, it allowed American citizens to sue the Federal Government, which meant that citizens on all levels of government could sue government officials.

He cited three real cases on negligence suits. The first negligence case involved an individual who had fallen down a hillside out of a cabin, ending up crippled for life. The lawyer handling the case found that the cabin had not been inspected for use, plus the cabin's original blueprint of design required a porch with the cabin but there was none. Therefore, the individual sued and won the case.

The second case cited involved a woman who had jumped off a bridge for a dive in the water. However, the water was shallow; but the city was sued because there were no signs posted stating the shallow depth.

The last case of negligence involved a man who tried to commit suicide by jumping in front of a subway train. The result was that he was only injured by the subway and the city was sued for $650,000 because the subway driver did not stop to avoid hitting him.

Dr. Paul Knipping, Associate Professor at Texas Tech University, gave a slide presentation on Rational Self Counseling (RSC). In a very brief portion of the conference time, Dr. Knipping presented the basic concepts of Rational Self-Counseling (RSC) which, according to Knipping, is the very best of all decision-making strategies in terms of dealing with stress emerging from change.

The central theme of Director Mott's address focused on the phenomenon of change in today's society and particularly on the changes necessary to facilitate improvement in the Parks and Recreation area. How do people respond to change? Some seek relief in chemicals (alcohol is the number one drug problem); others adopt bizarre or aberrant behavior. Some simply drop out, whereas other rely on instinct, intuition, or trust to luck for solutions to problems involving change.

Five rules for RSC as decision-making guidelines are:

1. Facts or feelings?
2. Life preserving?
3. Goal producing?
4. Makes me feel good?
5. Stay out of trouble?

The structure underlying RSC is as follows: a) Anatomy of emotions; b) Role of beliefs and attitudes; c) Assumptions; d) Rules; e) Rational self-analysis; and f) Rational emotive imagery.

People ask, "Isn't it dangerous to counsel yourself?" For some, yes, because they do so in irrational ways; but the fact remains we all self-counsel or self-talk, i.e., we think and we do it with words. It is impossible to think without using words, so it follows that the words we choose to use are extremely important because they trigger our emotions. The way we think determines how we feel and this determines how we act or perform on the job, at home, in the city parks, etc.

People remain convinced that events, people, park visitors, bikers, etc., drive them up the walls. This is untrue. External things do nothing to upset us. What we think about what we view, i.e., about the park visitors, the bikers, etc. "does it all". If you want to feel different about what you observe, it is necessary for you to change the way you think about external events. This involves extinguishing old attitudes and beliefs (learned habitual ways of responding to external cues) and replacing them with more rational views. RSC is clearly the best preventive approach to avoid excess anger, anxiety, tension, etc. It also remains the best reprogramming technique to facilitate the extinction of habitual ways of responding irrationally to environmental demands. In brief, RSC is the best antidote for CHANGE.

WORKSHOP SESSIONS

PRINCIPALS OF RISK MANAGEMENT

Peter Potemkin

It does not matter what you do, just do it "well" and "safely". When you make mistakes these days, the price can be more than you can afford to pay. We will be looking at the field of Risk Management as a tool everyone can use to help prevent employee injury and lawsuits. Specific areas covered include Loss Prevention, Loss Control Techniques, Worker Compensation and Loss Financing.

In the beginning before the word liability made its stand, the laws were simply the "Laws of the Land" as represented by a king. However, attitudes toward the king began to change. Loss Prevention began in the late 1800's to the early 1900's when the industrial revolution workers were making the move from farm to factory. During this time, society was developing different attitudes toward the idea of injuries to employees. Changes in attitude and the intolerance of damage through someone's negligence provided a pattern of continuous cycle changes in the laws. This led to the rise of the purpose for risk management. The purpose was to try to resolve and to try to help employees in doing their particular job. Employers often used common law doctrines to avoid liability and injured workers. Employers even took the attitude of "it's not my fault". They felt it was not their fault for the following reasons: First, the assumption of risk is on the employees' part - it is their burden. Second, there is contributory negligence at hand; it is the employees' fault if he is not properly doing his job. And last, the fellow servant rule of the damage done was another employee fault.

With these employer attitudes in effect, the act of taking an employer to court for liability was very rare in the latter half of the 1800's and the early 1900's. The fact was that management was able to afford and provide the finest attorneys to do battle against an employee's claim. Liability claims brought forth by an employee were often looked at as foolish because of the "no win" situation on their part against a major corporation. As time went on, society grew tired of the employers' attitudes and misdealings with employees' injuries; and society demanded change as a political social unit. Therefore, in response to the employers' common law doctrines, there appeared Worker Compensation Laws. These laws developed between the years of 1905 and 1935. In adopting such statutory laws, i.e., worker compensation, this led to the establishment of laws between employer and employee.

The first states to begin with those laws of covering Federal workers were Wisconsin and Washington in 1911. The last state to adopt these laws was Mississippi in 1942. There was a no fault coverage which was the exclusive remedy of being covered on the job. Whatever happens to an employee in the course of duty, it is covered. By September 1970, President Nixon signed into law the Occupational Safety and Health Act which got OSHA off the ground. Responsibility of an organization and management increase in the nature of their responsibilities to protect workers and the public

is constantly changing. When dealing with common law, i.e., civil lawsuits, the courts do not promise justice. In order to prove someone guilty, whether or not they are innocent, the person must prove beyond a reasonable doubt to the jury that the other party is guilty. Courts facilitate justice. They allow it to happen. A good jury, a bad jury, a good defense, a bad defense all compute. Thus, the rich buy the best attorneys and the poor most often go to jail in criminal court disputes. In civil proceedings, it is not whether one can prove the other party guilty beyond a reasonable doubt, it is what the preponderance of evidence suggests. If the preponderance of evidence suggests the management is guilty and the management has to prove its innocence, then the management is guilty. If there is enough evidence to prove that the management was negligent in protecting the employees' safety, then the management is guilty. So, in order to avoid lawsuits and costly worker compensation legislation, then the management must choose the alternatives in avoiding potential hazards.

The key to the issue is prevention. As a result, management must be dedicated to preventing accidents. Management must say what they mean and be able to back up what was said. In regard to responsibility, management developed a safety policy of careful employee selection, employee training and employee accountability.

In Loss Control, the management needs to start with investigating hazards or problems and respond reasonably to both accidents and near miss accidents or incidents. Conduct inspections of the grounds and look at the facilities. Make an employee task analysis along with a job safety analysis by soliciting employee feedback. Take the time to train employees. Do not withhold vital information. Most importantly, keep records for documentation. It provides a means of remembrance in recognition of what was done or what has happened in the past. The issue of working with people is just as important. There must be a negotiation step. As management, the person responsible must not only believe that the plaintiff has a real, sincere and valid claim, but also that the plaintiff is hurting. The management must put themselves in the employee's shoes. Find out specifically what the problem is, then reach a solution. Avoid having a win-lose situation; rather, create a win-win situation.

In Loss Financing, dealing with employees every day is a negotiation step. We expect from them and we have to invest in them, too. Employee selections through preplacement physicals, the training of employees in job responsbilities with respect to safety responsibility, and accountability should all be taken into consideration. Management is primarily responsible but in turn every employee is accountable. Accidents are not benefits. Employers and managers have to make safety the condition of employment as provision for employee safety. However, if an employees does not want to do the job and becomes insubordinate, that could be a cause for discipline. And, if the employee is also not willing to work safely, the employer can let the employee go. The management cannot afford the cost of insurance rates on disability and does not want to subject the employee to disability. It is a lose-lose situation when a win-win situation is desired. The management not only wants the employee to do the job well, but to do it SAFELY.

LEAVING YOUR JOB - THERE IS LIFE AFTER!

Charles Nutter

There are certain signs that you can look for that precede problems in the working environment. Many things can be the cause of these problems such as priorities change, budgets are cut and political pressures occur. In other instances, you are fired from your job or you may just want to leave it. Through all of this you must look at the situation positively and recognize that the change may be for the better. Another thing to consider is that when you expect it to happen and then it actually happens, you will still feel shock and disappointment. When you realize that change will be taking place, there are two things to remember:

1. You see that change is coming and you begin to deal with the situation before it actually happens.

2. You begin to increase your credibility and marketability for other job opportunities.

There are so-called "warning signs" that key you into what is really happening. They are:

1. You cease being consulted on things you usually are consulted on. These include house activities, social events and general problems.

2. Certain people quit talking to you. They include:
   a. The inner circle people; you have to make appointments with them, there are formalities, and phone calls are not returned.
   b. People close to the inner circle become too nice and they ask too many questions.

3. People in the hierarchy only tell you bad things and not good things. This mainly deals with your job performance and activities; generally, the way you handle certain situations.

4. People quit backing you up and you feel alone.

5. Peculiar things happen such as people ask questions about your job situation and other people are appointed to boards and committees without reason.

What can be done about this situation? Here are a few ideas that can help slow down the pace.

1. Keep doing a good job; do not give them reasons to come after you.

2. Stay as visible as possible. Attend meetings and speak up if you have something to say.

3. Stay as friendly as possible with those in the inner circle. Answer their questions the best you can.

4. Do not panic or get angry about things that are blown out of proportion.

5. Do all that you can to enhance your reputation in your field and with private citizens. Do not hide what is happening. Re-establish old contacts and meet new people. Keep them informed of the situation.

6. Volunteer for boards and commissions in your profession.

7. If you receive awards, let people know.

8. Get your resume in shape.

9. Other professionals can be a valuable resource and your best friend. They may possibly know of jobs that are available.

10. Do not attack others for attacking you. Make the situation appear for what it is.

11. Do not be quoted.

12. Keep all friends that you can.

The above are some suggestions that will help you recognize the situation for what it is and help you deal with it effectively. Above all, keep a positive attitude.

P R I C E
(Public Relations-Ideally Cost Effective)

Mary Ann Kise
Becky Beeler

Four major publicity avenues are the brochures, newspapers, radio and television. The brochure is the major way by which successful programs promote classes and activities to the communities. The most important part which takes a lot of time is the planning process. Planning is not idle daydreaming but essential thinking about what you need to do next year, next fall, or next month. It is a good idea to plan your ideas for at least one year in advance. This avoids scheduling conflicts, running into holidays and meeting deadlines. Take a calendar and mark out these important time frames:

* The number of weeks the classes are running
* Date first class starts
* Date class ends
* Make-up week for classes
* Registration period
* Date catalog is printed
* Date catalog is mailed
* Date catalog is sent to typesetter and layout artist
* Date brochure information is due

Meet the printer's deadline and use newsprint paper to keep the cost low. The size for a brochure is 8-1/2"x10" or larger. Anything smaller in size will diminish the impression that will be created on potential clients. The cover of the brochure is critical for the overall effect in registering people. The cover page should include the name of your department and address in the same place for every brochure. A good drawing or photograph may also enhance the cover and entice the applicant. It must be appealing to the eye in case this is the first program that the applicant has seen.

Be consistent in advertising. The first page should include the date, time, etc., of programs in the same location on the cover from session to session. If a second color can be afforded in the budget, by all means use it. Some printers will use an additional color at no extra cost; especially if they use it on the front cover, they will do it on the back and in the middle for no additional cost. Therefore, inquire at several printers for what their service offers. It is not necessary to use a colored stock paper because it is more expensive. It is, however, just as effective to have a second color. Newsprint paper is the most economical best buy for printing and it is lighter for mailing purposes.

Pages two and three should be devoted to selling your program. A table of contents is good to have on the first page. Registration may also be included on the first page as well. Information should be given on why it is beneficial for the reader to attend those programs. The first, second, third and back pages are the most important pages in a brochure because the reader notices and reads these pages first to see if it is worth looking at the rest of the brochure.

The size type is usually an eight point type unless the program you are promoting is for senior citizens in which case a bolder size type is used for easier reading.

Course titles should be capitalized or in bold print. Do not print the course fee after the course title. That is a major reason not to attend. It should be run at the end of the course outline of information. Underneath the course title, start off with a course description that will convince the public to attend. Then, follow with the location, date, time and cost.

Registration information forms are most important in brochures. They should be simple, clear and comprehensive. It may be blocked or it can have dotted lines around it in case an applicant would want to clip it out to put on a bulletin board.

The back page should have a reduced mailing space with a reminder note of registration printed. If the format produced is a stable, sound brochure, polish the certain points by boxing items, including pictures, or using a second color. Do not change columns per page, the typesetting, logo, location of registration forms, heading or the index. It is intended for the reader to recognize and follow the same format by not being distracted by a constant change in format.

Becky Beeler spoke on the various costs of having brochures printed for a set cost, plus what the cost included. Labeling and mailing/postage cost was also revealed. To defray the additional printing costs of all brochures, advertising provides the cover charge. For eight pages of advertising at a base rate of $1,000 per page, enough money can be generated to add revenue to cover the printing costs and provide the printer with a 30% commission for selling the ad and eventually provide a 5% raise to help defray mailing expenses all or in part. Costs for the following sizes of ads are shown below:

*	Full page	$1,000
*	Half page	$ 550
*	One-Fourth page	$ 275
*	One-Eighth page	$ 150 (business card size)

The advantages of brochure advertising are that they are directly mailed to the home and can be kept for information for several months on when a class ends and another class begins; plus distributions can be at various locations of interest throughout the city and not distributed as junk mail that is just glanced at and thrown away. Brochure advertising is a relatively new concept that few departments are currently using. However, for the Denton area, the Parks and Recreation Department can justify their brochure expenses by comparing revenue increases over the past several years that are directly related to the brochures. Since 1982-83 when brochures were first published by the department into fiscal year 1985, there has been an added revenue of $56,000. This $56,000 takes into account inflation, population increases and the establishment of a full time publicity specialist position. Since 1982-83, about $30,000 has been added to the publicity budget to cover the cost of the publicity specialist's salary and additional program brochure expenses.

Plano's brochures were funded by 75% out of the general fund when they first began brochure advertising. Now only 25% funding for brochures comes from the general fund. Eventually programs will pay for themselves. The class fees support the cost of the brochures. When mailing the brochures, it should generally be done three to five weeks before classes start. That gives the applicant time to review the course description and for registration. Certain holidays should be worked around when mailing a brochure. Christmas is a good example. It is not wise to mail a brochure before Christmas for several reasons; it will get lost or thrown away. Therefore, December 26th is a good time to mail out brochures. In the Dallas area, Wednesday is not a good day to mail out brochures due to all the other advertising agencies that send out on that day. Make sure classes begin before Thanksgiving due to the high drop-off rate of attendance.

Distribution Methods

Plano advertising began with inserts in a newspaper. Thus, it was important to have a good rapport with the newspapers. The next step was inserts in with the water bills but the manpower proved time-consuming and costly. At present, they are using a mailing service which charges $15 per 1,000. They put labels on to sort relative to carrier routes and zip codes. If they are sorted by codes, it reduces the mailing costs. In that way, every home can be reached with the advertisement. A mailing list may also be used to direct which zip codes should reach the public in order to prevent sending brochures to uninterested parties. The Library, Civic Center and City Hall are good places for brochure placement. Display boards are used as well to hold brochures. Recently Denton has started a brochure program exchange to relate a source of new program ideas to other areas.

Advertising

The major source of advertising in Denton comes from the general fund and the recreation fund. The recreation fund pays for all programs and activities to cover their own fund. Each class offered through the recreation fund has an additional $7 administrative fee. Five dollars ($5) of that covers a general fund expenditure. The remaining $2 is returned for publicity. The majority of advertising dollars for Denton is spent with the Denton Record Chronicle. The operation is under a contract with the newspaper that mandates a placement of at least one advertisement per month to obtain a special advertising discount. The usual size is two columns by six inches; the cost is about $55. It is recommended that a sample advertisement sketch be shown to the newspaper artist/designer to give him an idea of what is desired and that will also catch the reader's eye. Always be sure to ask for a proof copy to correct errors. Placement and timing need to be considered. If the event is a community-wide event, it should be put in the general section. Advertisement needs to correspond with the event so the interested reader will be sure to see it; it should also reflect the department logo. Know your advertising deadline and meet it. Information pamphlets should be printed on specific programs as well as having one general information pamphlet on the overall department.

Flyers should be eye-catching and visually appealing to the public and must be distributed well in advance of the scheduled event - otherwise they are a waste of time and money.

News Releases

A news release is a three line statement. To be able to advertise in the news release area, know and have a good working relationship with a city editor and follow these suggestions:

1. Draw out the most interesting fact for the news release.

2. Who, what, when, where, why and how along with the identification of your department.

3. Be precise on information because it will be edited if it is too wordy.

4. Most importantly: Proofread material submitted for advertisement.

COMPUTER GRAPHICS APPLIED TO PARK PLANNING AND DESIGN

Bob Marlett
Greg Jameson

Less than 5% of landscape architects currently use a computer aided design (CAD) package, but this is changing. As the price has been falling on CAD set-ups and the potential is being realized by landscape architects, more and more will ride this crest in technical advancement. AutoCAD™ is a package on IBM's PC-XT which is used at Texas Tech University in an introductory Park Administration and Landscape Architecture course study.

Equipment used in the seminar included an IBM PC-XT with enhanced color graphics, 512k random access memory, 10 megabyte hard disk and touchpad. Programs used included AutoCAD™, and LANDCADD™. LANDCADD™ is a modification of AutoCAD™. Most complete systems can now be purchased for $7,000-$10,000 or more. A major consideration in the price is the choice of the plotter. This is the device which actually draws a hard copy (a paper copy) of the plans on the computer screen. Plotters may be small one color machines using several colored pens. Another option for the most progressive architects might include a video camera digitizer, which takes an image through a camera, digitizes it so that it can be processed by the computer as any other image.

The CAD package can place plants, sidewalks, structures, irrigation, anything on the screen; move them, count them, estimate their final cost; it can determine distances, zoom in, or calculate water pressure (to name a few items). The programs used together work for the architect to speed his work, increasing accuracy and efficiency.

AutoCAD™ is three-dimensional so plans can be looked at from many angles to determine the function and aesthetics of the design elevations can be considered. One of the most interesting possibilities is developing a single map of a city or region where you can zoom up to any square foot!

AutoCAD™ - Trademark of Autodisk, Inc.
LANDCADD™ - Trademark of Landsoft.

HELP FOR THE SMALL COMMUNITY

Reed Kirkpatrick
Mark Thornton, Randy McFarlin, Hayden Karn, Richard Frisbie

This session included ideas on how to start and maintain parks and recreation programs with emphasis on maintenance, planning and funding.

The city of Allen, Texas was used as an example of a city in its growth stage and how it set about development for the acquisition of parks. The very first item on the agenda was for the Parks and Recreation Board to make up a list of goals and objectives. After this came the process of defining information concerning the size, use and area of facilities. Development of a policy as to where specific sites and facilities would be located was the final step for the Parks and Recreation Board.

Under recreation programs, thought was given to those small communities without any programs at their disposal. The strongest factor for obtaining recreation programs is the community education concept which uses facilities already owned by the community but which are not being used to their fullest extent. After these facilities are located, the community must look at its own recreational needs and develop thos needs.

Within the area of funding, examples were given as to what the State of Texas does to give communities a 50/50 matching funds grant. When communities are ready to apply for a matching funds grant, they must conduct an inventory of existing facilities. After this, the population should be determined and a decision made as to whether or not the land now owned will be adequate for additional facilities. Before applying for a grant, the community should have a good idea as to what it wants or needs.

The best thing a community can do is to call the Grants-in-Aid Branch of the Texas Parks and Wildlife Department and make an appointment; then spend a few days in Austin to determine application procedures and criteria.

Also given as an example was the city of Ada, Oklahoma and what they went through in a lake restoration project. This project was divided into three categories: preparation, which included the finalized grant agreement; implementation; and finalization of the project. The Environmental Protection Agency and the Oklahoma Water Resources Board were the grant sponsoring agencies.

The final topic was park maintenance. In this area of park operation, the first priority should be to make parks as safe and aesthetically pleasing as possible.

A community should train the park employees to have an eye for maintenance and safety. One way to do this is through the use of maintenance sheets which should be completed monthly on all facilities. If any deficiency is found, it should be repaired as soon as possible and all repairs should be documented. It is worth the money to buy quality industrial equipment - not only cost-effective, but for safety purposes also.

PLANNING BY LSU RESEARCHERS

Joseph S. Popadic
Sadik Artunc

Joseph S. Popadic and Sadik Artunc divided their session into two water related activities. The first section, presented by Popadic, showed some basic information obtained through their river study. Artunc presented a fairly related activity in the proposal of a water city.

Louisiana State University maintains an on-going river study which researches the various aspects of Louisiana rivers as they relate to the rivers' recreational users and the environment. In past years, LSU has presented to The Southwest Park and Recreation Training Institute various aspects of their study. This year we took a look at the motivational aspects of canoeing and where Louisiana citizens are going to fulfill their needs.

The top two reasons people canoe in Louisiana are danger and nature appreciation. Louisiana has much to offer to the individual who canoes for sightseeing, bird watching or any other nature related activity. The danger aspect of canoeing, however, leads canoeists beyond Louisiana's boundaries.

To help explain a canoeist's progression in his sport, it is important to look at two important topics: Types of canoeing and the 6 classes of water.

The types of canoeing are broken down into four parts:

A. Recreational caneoing - Includes both serious and non-serious canoeists. Equipment is usually rented or borrowed from a friend.
B. Racing - Serious canoeists look to other more challenging activities. Racing calls for skilled persons and advanced equipment.
C. White water - Involves only the serious canoeist. White water canoeing usually requires an 8 to 12 hour drive and can become very expensive.
D. Specialty - Some enthusiasts elect to go beyond the typical role of canoeing and choose to be involved in a special canoeing program such as canoeing for the disabled.

The six nationally accepted classes of water include the following:

Class 1 - Up to 18" tall rapids.
Class 2 - Contains small obstacles with some minor areas to maneuver around.
Class 3 - White water caneoing (kayaking is introduced).
Class 4 - Very serious white water.
Class 5 - Hazardous to life.
Class 6 - Impossible.

Louisiana offers only gentle, slow, mellow-flowing streams which are excellent for the beginner. Once a canoeist begins to enter Class 3, it becomes necessary for him to travel out of state.

Beginners only have to travel a few miles from anywhere within the state to reach an appropriate river. After three to five trips, they begin to look for harder runs. Some difficulties can be found within the state but usually no danger is involved.

The next trip takes them to Arkansas. Here the canoeist begins to obtain greater difficulties which sparks an even greater interest. The canoeist begins to respect and appreciate the strength and kindness of Mother Nature. They begin to seek out canoe clubs, technical instruction and first aid training.

Very long trips are now taken in search for white water. Money is spent to learn white water techniques and buy advanced equipment - the canoeist is sucked into the womb of enterprise. He has now become serious in seeking out specific rivers and rapids. He must be able to maneuver and handle the canoe with utmost expertise.

Past this stage, the canoeist becomes an expert. Serious skilled development in white water is a must. Maneuvering through rapids and route finding are now added to the knowledge of the canoeist. Extra safety equipment such as boats and rescue equipment must now be carried on all trips. Outfitters teach the advanced skills of kayaking and canoeing. Trips to the canoe site take from 8 to 14 hours one way and last from 3 to 5 days, costing each canoeist an average of $250 to $350 per trip. The last progression enters the canoeist into foam waves. Life hazards now play a common role with each run.

Sadik Artunc presented his views on the futuristic city - a water city. We must face the fact that we live on a water planet; 75% of our globe is water. The world population is expected to reach 10 billion by the year 2000. Transportation, food, settlement, all the necessities of life are drastically growing at a rate unobtainable within our land boundaries.

As long as man has lived masterpieces have been created on water's edge. Water provides the basic need for life. We use water for transportation, industrial use, food storage, and even war. With the increasing demand put on our surface land, our water areas must provide yet another need - space.

To some it may seem impossible to effectively build and maintain a self-supported city within an ocean; yet to others it is a very theoretical possibility. Much research is being done to determine exactly what is necessary to construct such a city. Major oil companies have already conducted and implemented much of the necessary research themselves.

We can see this research in effect in the off-shore drilling rigs. Housing, feeding, work and recreation quarters are all being provided in an off-shore drilling "plantation". It is not, of course, self-sustained in the fact that it does not produce its own food and drinkable water. Also,

in the times of harsh hurrican weather, it must be evacuated. These are a few of the problems which must be resolved.

The sea city will probably be a floating city rather than a submerged one. It will be divided into modules which can be separated or added onto as the occasion arises. The modules will add a flexible movement which makes the city less vulnerable in times of storm. This city will include all the opportunities which are contained in our present day land cities. Among these opportunities are: undersea mining bases, harbors, airports, industrial plants, power plants and recreational areas.

The recreational developer must be involved throughout the planning process. Everything happening in outdoor recreation today must be planned for and designed.

At the present time a sea city is economically infeasible. But, with the growing demands on society and with our advancing technology, it could some day be a reality.

REVENUE PRODUCING FACILITIES

Don Wendell
Jim Fisher
Bob Hall

Parks and recreation is entering a new stage of evolution. We are moving from times of easy money (tax based) to a time in which we must earn the majority of the money needed to successfully operate our parks and recreation departments. Sparked by the Reagan administration, the intensity of the flame is growing stronger each year.

As it stands now, the Graham-Rudman bill will put an overwhelming squeeze on all federal money entering municipal park and recreation departments. If Graham-Rudman passes under its present guidelines, federal programs such as the Land and Water Conservation Fund and others will be drastically cut or completely discarded from our present money pool.

The days when we could rely solely on our tax base to support our parks and recreation departments is coming to a close. It is now time to find our own creative means to obtain the revenue needed to operate our facilities under the present high quality which we, the American citizens, demand. Let's face it - the field of parks and recreation has become a business, one which at times must compete with private enterprise. We must market and operate our "business" according to standards set up by citizens and competition or we will lose. Don Wendell, Jim Fisher and Bob Hall present their views on our changing business and share with the group what their municipalities are doing with revenue producing facilities.

Don Wendell

Plano contains four areas from which revenue is generated: golf course, tennis center, swimming pool, and concession buildings.

The golf course was a depleting management leased to individuals. The city decided to buy back the lease and run the golf course itself. Many sources of revenue for Plano resulted from the re-organization. This revenue includes, but is not limited to, the following: greens fees, reservation fees, tournaments, snack bar, lessons, cart rental, pull cart rental, club rental, and shop sales. The golf course became a revenue producing facility with a total income of $713,800 with greens fees as the primary source of income, bringing in $412,000. The total net income was $133,258.

Plano's tennis center contains 21 outdoor courts and was built with money obtained through their general fund. The key to the success of the tennis center is their programming. Plano has effectively organized a high use area through the power of marketing. Total revenue for the tennis center was $88,000 with a total expenditure of $75,327. Advertisement and leadership have increased Plano's income by $12,673.

Swimming is one of the most difficult revenue producing activities. Almost every city must subsidize their swimming program through tax dollars or another source of income; Plano is no exception. Plano's aquatic center contains 1 outdoor and 2 indoor pools. The admission is $1 per person, but

this alone is not enough money to operate this facility. The total revenue for the aquatic center was $153,600 with expenditures rising to $409,815, bringing a deficit income of $256,215. Plano's aquatic program is heavily subsidized through tax dollars.

Plano's concessions are contracted out to private concessionaires. They originally were on a percentage basis, but the city felt that was a little unfair to the concessionaires so they are now operating under a set volume. Plano's three concession stands generate $6,000 per year.

Jim Fisher

To begin the presentation, Jim Fisher set the framework of where the planner's mind should be when developing recreational programs, existing or non-existent. Colorado citizens have traditionally viewed recreation as a non-cost type of entertainment. It has become a problem with North Jeffco and other Colorado parks and recreation departments to charge fees for recreation and park use. Problems such as this cause park operators to become more innovative. One means by which North Jeffco has solved this problem is through donations and correct development techniques for facilities and programs.

Marketing plays a very important role in the success of any program. Fisher stated that "people don't know what they want, they want what they know". Fisher also paraphrased John Crompton by explaining that "in a typical city, two-thirds of the population do not use the recreational facilities". This explains why it is so important that we market our resource. We must let the public know what they want - and want it through choice. Yogie Berra once said, "If people don't come to the ball park, how are you going to stop them?" Marketing helps.

Fisher briefly covered the concept of how to establish fees. Most park and recreation departments establish fees by a comparison method. There is a better way - by establishing the fee on a cost basis. How much does it cost to operate the program and how many people will attend the program? This can be used as a management tool as well. By governing the cost of a program, you can regulate the participation rate. Also, it is important to understand many people won't attend programs if they are free; this type person operates under the common American attitude that if you pay nothing, you receive nothing. Also keep in mind that recreation competes with recreation - not necessarily with recreation of its own kind - and that most recreational facilities don't make money; if they did, private industry would be running it.

Other than proper marketing techniques and the establishment of fees, North Jeffco obtains money through loans for the development of revenue producing facilities or other facilities where the loan can be paid back through some means. In North Jeffco, as well as many other counties, the county's park department cannot put the public in debt without a citizen vote. So the county went to their attorney and wrote a contract that contained a paragraph stating North Jeffco could back out of their contract any time they want to and the bank comes out to get their product. The county has done this for golf carts, renovation of an ice center and others, and has not defaulted on any of the loans.

It is easy to see how innovative techniques can enhance an already established department. As this new era of management styles continues to grow, it is going to become ever more important to create innovative techniques that fit our programs.

Bob Hall

Garland has created a revenue producing pool. The aquatic program generates 50% of all revenue. They generate over $100,000 for recreational facilities each year.

The main success of this program is again due to marketing. The pool alone, which also contains a wave pool, does not generate its own population - it must be marketed. Garland spends $5,000 each year marketing the aquatic center. Surveys have also been done to determine what type of market return they are reaching. This will show the parks department if the marketing strategy is targeted toward the right group of people and if the market dollar/participant ratio is as high as expected.

The aquatic program started generating money when the wave pool was added. Although, as stated previously, it will not generate its own population (that is due to marketing), it does show that people want to be where the greatest amount of excitement is, even if the cost is higher. The swimming pool alone would not generate enough revenue to operate itself; but with the addition of the wave pool, enough revenue is produced to operate the entire aquatic center and provide additional money to operate or supplement the operation of other programs.

The variety which the aquatic center now offers targets a wider age group and experience group. When the aquatic center was only a pool, the main users were swimmers. With the addition of the wave pool, there are many more water buffs who participate. It has become a large family program. There is an activity for each family member, at an affordable cost. Entry costs at the center are as follows:

Under 4	Free
5-17	$2.25
Adult	$3.75
Senior	$2.25

In conjunction with the aquatic center, Hall talked on the concessions and batting facility. The batting facility was paid for by private concessionaires. This private company built the batting facility and managed it for seven years. Once the seven years were up, the facility reverted back to the control of Garland. Public-private cooperation such as this benefits both sectors. To the public sector, the benefit lies in free construction of a facility and free maintenance and management for the first seven years. To the private sector, tax benefits, land benefits and income can be phenomenal. There are 2 concessions generating a 27% profit which is low compared to most concessions around the country.

Again, management has proven to be the ruling force in the success of many programs. Plano, North Jeffco and Garland have all been successful in their programs and all attribute this to marketing and management techniques.

DRUGS, SEX AND ADVERTISING

J. B. McMillen
Mary Pryjomsky

This session was aimed at those participants who wanted an increase in participation from citizens in their parks and recreation programs, and how to obtain this higher participation through advertising. The five basic points covered were: 1) Definition of advertising and communication; 2) Use of drugs and sex in advertising; 3) The product; 4) The effect of communication on whether or not to buy; and 5) Techniques used in advertising.

First of all, advertising is trying to sell a product to two types of people: those you want to come and those who come. These people are further broken down by demographic and psychographic descriptors. Demographic descriptors are those which involve age, sex, race, marital status, and family size; while psychographic descriptors include such ideas as what is your identity? How do you feel about yourself? The demographic descriptors help to define a market area while the psychographic descriptors help to form a personality profile. Overall, the basic job of advertising is to sell the product to a demographic group that might not otherwise use your product.

When purchasing advertising, there are four distinctive elements which should be considered: 1) Awareness by the consumer is brought about by the use of quantity which allows the consumer to be able to recognize your product and associates your name with it; 2) Knowledge in advertising has to do with your public image brought out by quality advertising; 3) Liking or a preference for an advertising media; and 4) Conviction to make a purchase - the consumer becomes an advertising media after he purchases your product.

Effective communication requires an awareness of your image. This is gained through an evaluation of what is being done and measuring profits against what is going out. The four basic communication mixes are: 1) Advertising or buying time; 2) Publicity or relying on the news media; 3) Promotions where an additional benefit is offered; and 4) Personal sales which are sales on a one-to-one basis. All four of these elements need to go on at the same time in order to achieve a successful campaign. Just remember that it takes time and money for positive results to take place.

The session was brought to a close with the dos and don'ts of advertising which included these suggestions:

Never use reverse type in an advertisement.
Headlines should always have less than ten words.
Emotions should be used in pictures.
Babies, animals and sex sell products.
Show people being happy using your product.
January through March are the most profitable months.
If you cannot afford repetition, don't waste your time or money.

Also given was the advertiser's test on the next page.

ADVERTISER'S TEST

1. Less than 10% of a readership actually reads what they subscribe to.
   TRUE FALSE

2. It is a good idea to include a "brand name" in an ad headline.
   TRUE FALSE

3. Shorter headlines get more readership.
   TRUE FALSE

4. Pictures are better than drawings.
   TRUE FALSE

5. Including the price of the product in an ad is a good idea.
   TRUE FALSE

6. Copy should be written in a story form versus an essay form.
   TRUE FALSE

7. If a headline uses key words such as "women over 35", "asthma", "bed-wetters", etc., it is more likely to hit the target audience.
   TRUE FALSE

8. Headlines that promise the reader a benefit are most effective.
   TRUE FALSE

9. It is better to put an illustration above a headline than below it.
   TRUE FALSE

10. Almost a quarter of the readers will remember ads with "news" in them.
    TRUE FALSE

11. It is a good idea to use superlatives like "best", "biggest", "most ...." in ads.
    TRUE FALSE

12. Analogies help people understand the product and consequently increase sales.
    TRUE FALSE

13. It is best to do headline statements in all caps.
    TRUE FALSE

14. If a headline catches the reader's attention, he/she will probably read the article.
    TRUE FALSE

15. It is better to provide general information in an ad.
    TRUE FALSE

16. Ads should be written in third person.
    TRUE FALSE

17. Testimonials from celebrities sell products.
    TRUE FALSE

18. Avoid using emotional words in a headline.
    TRUE FALSE

19. Tricks such as "send this in today and you will win a million dollars" work.
    TRUE FALSE

CONTROLLING ABUSIVE USE OF DEPARTMENT RESOURCES

Jim E. Manning
Jo Ann Pierce

Abusive use of department resources could be defined as playing injured or sick and still collecting a pay check every pay period.

Some ways to help limit this form of theft would be to check out the person if abusive use is suspected. If the supervisor or someone comparable is somewhere close in the neighborhood, just drop by and see if the person is there; or even make a phone call to the person's house. In the City of Lubbock Parks and Recreation Department this is a grounds for termination.

Another way to control abusive use of department resources would be to put together a safety commission. This commission could be made up of:

1. Advisor to Director (make recommendations)
2. Have a chairperson (Safety Coordinator)
3. Individual chosen from each work district
4. Have length of service two years
5. Unit measure

After a person leaves, provide some type of reward such as a patch or certificate. This will persuade others to be on the commission.

Functions of the commission would be:

1. Monthly meetings to look over accident reports.
2. Try to determine preventability.
3. Make recommendations.
4. Concerns (try to eliminate inspection of these accidents).
5. Members make themselves known and rotate everyone so others can participate.
6. Get people to set good examples.

Letting the workers know that someone is there to help them can alleviate many abuses in the department. This gives the workers a chance to express their views on safety. This in turn will help the workers be more safe and do a better job in their work.

A PERCEPTIVE REVIEW OF LANDSCAPE ARCHITECTURE IN CHINA

Mark Thornton
Dave Loughridge

In this slide presentation, many aspects of Chinese landscape architecture in society are shown. It is a link with a grander past. The tour, during which these slides were taken, was hosted by the Chinese Association on Science and Technology (CAST). The hosts and the Chinese people in general were described as very friendly. While the slides focused mainly on the actual landscape, nearly all contained many people (out of necessity), showing the extent of the use of all special sites by the people. In this overpopulated country, the people can be described as part of the setting that is called Architecture.

The New Asia Hotel, which was built in the 1920's, is an older hotel which was up-to-date in its time but in its present disrepair, it shows a not so brilliant recent past. The tour stayed at the New Asia Hotel, then moved to the guest house in Science and Technology Park. Here grass had been removed during the revolution because it was believed to be a health hazard. Later the tour moved to a second guest house which has a secret city beneath it.

Most impressive are the gardens and public buildings - highly ornamented with intricate designs; gardens that are dynamic using plants, rocks, slopes and running water. Regretfully these are often poorly maintained. There is a use of small places, wasting nothing. The people use gardens extensively - in the morning people can be seen there doing their "people's exercises", the same as they can be seen everywhere at the same time doing this national health program.

Transportation is a major task in China. Some cities use canal highways which can best be described as sewers. Most cities have busses and bicycles; senior citizens volunteer as bicycle traffic controllers with bullhorns. Three-wheeled bicycles are used as taxis.

Bejing (Peking) is a world class city and is as modern as New York City, London or Tokyo. This is a contrast to most other cities in China. Here the dominant future of modern Chinese architecture is taking hold - a great deal of stark and plain post-revolution building has occurred with thin precast concrete "waffers". Also shown was the Great Wall of China from many impressive angles.

Some slides of Japan, which were also shown, are a contrast. Here there is a well maintained, fresh feeling. Grass is sometimes cut by hand with scissors. Japanese structures and designs are simpler than that of the old ornate Chinese structures.

CONCRETE IS NOT JUST CONCRETE

Joe Williams

I am Joe Williams of Portland Cement Company (PCC) and I am going to present the dos and don'ts of concrete as applied to the field of parks and recreation.

First, it becomes important to understand what concrete is. Concrete is a mixture of cement, air, water and admixtures. Once properly mixed, they bond together forming the concrete compound. One common mistake made is confusing concrete with cement. Cement is only one ingredient in the concrete mixture; for example: cement is to concrete what flour is to a cake. Portland (as in Portland Cement Company) is a type of cement which looks like a stone found off the coast of England and is not to be associated with the city of Portland. The objectives included are: physical makeup, types of portland cement, special requirements, admixtures and finishing techniques.

Concrete can be manipulated to fit the desire of the user. Tightness, durability, water-proofing, and strength are all in direct relation to the four basic components stated above. Cement and air make up the paste which serves as the bonding element. When air and admixtures are added, the cement's properties are changed to fit the specific need of the user. Many users prefer to mix concrete to bond as strong as possible for all occasions. This becomes economically infeasible and you are advised to consider all elements involved when choosing the concrete that fits the job.

Admixtures are agents added to the concrete to help the mixture serve a certain function such as retain air or water, or accelerate or decrease the drying period. Retarding agents may be added to prolong the life of the concrete. Workability agents are added to assist the concrete man in finishing work. Special agents fall into the category of pozzolans which are materials extracted from volcanos. Aggregates play a very important role in a concrete mixture. They affect the strength and durability of the concrete while improving the aesthetics of the concrete surface. Aggregates can be classified into three broad groups: abrasion resistant, freeze-thaw resistant, and sulfate resistant. The aggregate chosen must depend on required physical properties, climatic conditions, and aesthetic values determined by the designer.

Superplasticizers can also be used in concrete as a high range water reducer. The flow of the mixtures can be helped in two ways: first, superplasticizers increase fluidity of concrete having a moderate water/cement ratio; and second, superplasticizers reduce a moderate water/cement ratio to a very low ratio.

The following data will further assist in choosing the proper concrete and working in hot weather conditions.

Requirements for durable scale resistant concrete:

A. Water/cement ratio must equal a maximum of .5 (effects abrasion resistance).
B. Adequate cement content.
C. Minimum compressive strength of 4000 psi.
D. Three inch (3") maximum slump (slump is the amount of settling the concrete undergoes after pouring).
E. Adequate air intrained concrete. For example: concrete which holds water must be impermeable.

Portland cement is classified into five types:

A. Normal.
B. Moderate - contains a higher sulfate resistance than Type A. Moderate heat of hydration.
C. High early strength.
D. Low heat of hydration.
E. Sulfate resisting; sulfate can attack concrete by attacking the lime.

Hot weather effects:

A. Increased water demand.
B. More rapid slump loss.
C. Rapid drying.
D. Plastic cracking more likely.
E. Variable air contained concrete.

Solutions to hot weather effects:

A. Cool off aggregate.
B. Cool water in mixture.
C. Cool subgrade by wetting.
D. Cool equipment.
E. Cool surroundings.
F. Cure with tepid water; avoid thermal shock.

Concrete comes from a batchplant where the water and mix is put into a truck and is mixed on the way to the site. This mixture is purchased by weight and/or size according to the material type. Technology has also placed its toll on batchplants; therefore, it is important to choose a plant with updated facilities. It is also important to choose a facility governed under proper management techniques. One sure way to determine the effectiveness of plant management is to observe how clean their floor is. Mixer truck techniques also play an important role in mixing concrete. Volume, speed of mixture and number of revolutions (not to exceed 300) should all be considered.

Now that the basics of concrete are known, it's time to order. When ordering concrete (standards set by ASTM C94), there are four pieces of information needed: coarse aggregate size, slump, air content and basis for proportioning. The purchaser or the manufacturer (working under the purchaser's specifications) determines what goes into the concrete.

Next to water content, the worst time to lower the quality of your concrete is during finish work. Placing concrete is important and the proper vibrations must be used. DO NOT USE THE WATER TREATMENT METHOD.

Phase one in finishing consists of consolidating, striking off and floating (bringing excess water to the top). Phase two consists of broom, burlap or belt and should be done immediately after floating; and hand float, power float, or steel float which should be delayed until firm. DO NOT SPRINKLE - water, dry cement, or sand. DO NOT JITTERBUG - this causes a diluted surface.

Curing maintains the moisture content of the concrete. Moist cured is the best method because two times the strength can be obtained. Temperature is important. Allow three curing days when temperature is above 70 degrees Fahrenheit; seven days when temperature is 50 to 70 degrees Fahrenheit.

Concrete is the most popular source of hardscape chosen by many because of its flexible uses. It can be used on almost any occasion as long as the proper mixture is chosen. It is important for park workers to be familiar with the properties of concrete and how the applications are used in their various situations. The knowledge of the planner, combined with that knowledge instilled in a good concrete man, means a long lasting and high quality hardscape can be chosen every time.

WEATHERMATIC SERVICE SEMINAR ON IRRIGATION EQUIPMENT

Don Cooper

This session was on basic troubleshooting for all types of irrigation systems, not just those produced by Weathermatic. Very helpful ideas were given for ease of maintenance on sprinkler irrigation systems. The following ideas were related to those in attendance.

Head of system backflow prevention: The best way is to go with a double-check valve. This will help to stop mower blight and vandalism. There is greater expense at first but it will pay for itself in the long run.

Automatic drain: In colder country, it would be wise to add a snapout to allow the system to be blown out during winter.

Class 200 main line: This is more than sufficient for use on a system and its use can save money. Schedule 40 on the other hand is stronger but costs a great deal more.

Put a 4-inch sand bed under the pipe; if there are any rocks in the soil at all, this will lengthen the life of the PVC.

When welding PVC, be sure to use cleaner or primer and clean off excess; also do not allow water to touch weld until dry. While cutting pipes, makes cuts as straight as possible and remember to deburr.

Before wiring the system, be sure to know local city and state codes. Do a neat job because it will be easier on the equipment and make for easier repairs.

Before you install the nozzles, be sure to flush all dirt out and install nozzles immediately to keep more dirt from coming in.

When possible, fountain risers should be in a pop-up; this will allow added safety and deter vandalism.

PVC out in the open should be painted in order to prevent deterioration.

Use a flexible nipple on tees; this allows for ease of repair.

When you change direction on a 6-inch or larger pipe, you must pour a thrust block.

Always remember that spring-loaded pop-ups are sand sensitive from the bottom.

Use a gravel slump made of 3/4 minus concrete aggregate around the head to keep the head from widening. This can be done by cutting the bottom out of a 5-gallon bucket and backfilling the riser, then pulling the bucket out.

On gear drives, the best maintenance is to keep it clean.

Always remember that when something is wrong with a rotor, the main malfunction in a rotor head is pressure. Be sure to adjust for psi to be used first.

Valves are the heart of the sprinkler system. Valves evolved in the 1930's with the balance diaphram electric valve becoming popular in 1946. The balance diaphram electric valve is what most people use today.

The key to troubleshooting valves is understanding how valves work. There are two types of valves - the forward flow valve, and the reverse flow valve. The valves work by a diaphram which is lifted by a walking technique. When the pressure inside a valve equalizes, the valve is able to close. The advantage to a forward flow valve is that the inlet is located on the bottom so there is less flow loss. The advantage to a reverse flow valve is extended diaphram life.

The word troubleshoot should be synonymous with the phrase "extract information" because of all the information which must be extracted from your sprinkler operator. There are four questions which you must ask before you can assist in troubleshooting.

1. Did you try to operate the valve manually?
2. Did the valve work then?
3. Is the controller getting electricity to the solenoid?
4. Did you check the flow adjustment on the valve? (When the valves are shipped, the flow adjustment is shut.)

After these questions have been answered satisfactorily, there are some things you can then do to help rectify the situation. Look at the exhaust and run a small piece of wire through the opening. A male adapter can plug the valve off. To cure this, carefully run a drill bit through the exhaust hole. Check the diaphram and then flush out the valve. Before putting the valve back together, check under the diaphram for foreign debris. While bolting the cover back on the valve, make sure you cross-bolt the cover (especially plastic). On plastic valves, be especially careful of the threads. Make sure they are clean and start them by hand.

Automatic drains can give you quite a bit of trouble if you install them at the end of a line. The best way to install them is to put them back 12 inches from a head, or at the low point of a system. Make sure you install the drain at a 45 degree angle. Make the drain sump out of gravel and then line the sump with tarpaper or plastic.

There are three types of controllers: the electro-mechanical, hybrid, and digital. Each one of these controllers has their own troubleshooting procedures. With the electro-mechanical, four things you can check right off are:

1. Operator problems.
2. Have a minimum of 30 minutes per station.
3. Manual means you start the controller manually.
4. Circuit breakers/fuses: If breakers are blown, check valve wire or solenoid.

On hybrid controllers, the problem is usually that the cirbuit board is out. This is easy and inexpensive to replace (make sure to trade in your used board). Digital controllers seem complicated but there are many things you can do before taking it in. Dirty power (fluctuating current) can cause your controller to malfunction. To cure this, unplug power, then unplug the batteries. Put the batteries back in, then plug controller back in. Check for default programming. On a digital contoller when the display is flashing, check for a power shortage, then check your program. Also, if your display is flashing, check for a shorted valve. Never hook digital controllers to the same power source that you have heavy induction motors hooked to. If your digital controller has a trickle charger, use only nicad batteries.

Wire problems should be checked with a voltmeter. Use the voltmeter in series with your wiring. If your ground comes up as the problem, do not hesitate to drive a ground rod into the earth. In a pinch, you can use your neutral wire as a hot wire and then use the earth as your neutral.

IRRIGATION EQUIPMENT EVOLUTION

Donald L. Cooper
Dewey Shroyer

Irrigation started as early as the 1500's when Coronado reported that Indians in the El Paso area were using irrigation by routing water from the Rio Grande River. Later on, the first irrigation well was developed in 1911. The well used pressure to lift water from below the surface of the earth, thus opening up farming in the valleys of Texas.

After World War II, the irrigation boom started with the development of aluminum pipe. At this time there were approximately 90,000 irrigation wells in the State of Texas; it was also estimated that 76% of the land was used for agriculture and 24% in other use such as industry and human development.

In 1949, Weathermatic made the first piston valve. This worked by an inrush of electricity to a solenoid which created a magnetic current and opened the valve to let the water flow through. In the late 1960's, PVC was first introduced to the irrigation system and plastics were used in other irrigation parts which cut costs and weight. In five to ten years copper and brass were almost completely replaced by plastics.

Controllers went from electrical (in the 1950's) to mechanical to state-of-the-art controllers. It is a well-known fact that computers are taking over; this is also true in irrigation. This is already starting and in the future computerized irrigation will take over all the electrical and mechanical irrigation systems. Computerized irrigation is much easier because one person can control the watering of any number of parks from one control point.

Irrigation has changed greatly over the past centuries - from ditches by the Indians to computers by park supervisors. One of the greatest improvements in irrigation was the invention of plastic. PVC is much lighter and less expensive, not to mention more durable. Irrigation has come a long way with modern improvements.

PARKS PROFIT FROM FEDERAL AND STATE TEAMWORK

Neva Tandy
Fred Landefeld

Both of the participants on the panel work for the Bureau of Reclamation in the Southwest Regional office in Amarillo, Texas.

In 1902 the Reclamation Service was created. It covered seventeen western states. In 1907 the Reclamation Service separated from the Geological Survey and in 1922 the Bureau of Reclamation was created. The Southwest Region of the Bureau of Reclamation covers five states: Texas, Oklahoma, and parts of Kansas, Colorado and New Mexico.

All project construction in the Southwest Region will be finished in 1988 and 89% of the money put into the projects by the Bureau of Reclamation will have been recovered.

Water is the key to the past, the present and the future. The Bureau of Reclamation has many multi-purpose projects with water supply being the most important and recreation coming in second. If possible, a non-federal agency is asked to take over the recreation aspect. If that is not possible, agencies such as the National Park Service, Forest Service and State Parks take over that responsibility. Since the Bureau of Reclamation turns over the recreational facilities to other agencies, the public is unaware of the Bureau of Reclamation and what their function is.

The main feature of this session was a slide show which featured the locations of Bureau of Reclamation projects. These include:

1. Texas Projects

   A. Balmorhea Project - This project delivers a supplemental water supply to 20,608 irrigable acres in the vicinity of Balmorhea in west central Texas.

   B. Canadian River Project - Located in the Texas Panhandle, this project supplies municipal and industrial water to Amarillo, Borger, Brownfield, Lamesa, Levelland, O'Donnell, Pampa, Plainview, Slaton and Tahoka. Sanford Dam impounds the water of Lake Meredith which attracts approximately 1.5 million visitors annually.

   C. Colorado River Project - Marshall Ford Dam, 13 miles northwest of Austin is the sole feature of this project. It was designed to provide irrigation, flood control and power benefits on the Colorado River in Texas.

   D. Lower Rio Grande Rehabilitation Project - This project consists of rehabilitation work performed by the Bureau of Reclamation on two private irrigation developments, the Mercedes Division and the La Feria Division.

E. Nueces River Project - Choke Canyon Dam and Reservoir are the major features of this new project. As the reservoir fills, it will store waters from the Frio River. It will provide additional water to Corpus Christi for domestic use.

F. Palmetto Bend Project - It will provide water for municipal and industrial uses in the central Gulf Coast area. Palmetto Bend Dam and Lake Texana are the main features.

G. Pecos River Basin Water Salvage Project - This project provides for the selective clearing and control of water-wasting vegetation in the Pecos River Valley.

H. Rio Grande Project - This is a two state project that deals with irrigation. It supplies approximately 60,000 acre-feet of water to Mexico annually.

I. San Angelo Project - It provides full irrigation service to 10,000 acres southeast of San Angelo, and municipal and industrial water to the city of San Angelo.

2. Oklahoma Projects

A. Arbuckle Project - Located in south central Oklahoma, this project is designed to provide a total of 24,000 acre-feet of municipal and industrial water annually to the cities of Davis, Ardmore, Wynnewood, and Dougherty, as well as to an oil refinery. The reservoir provides flood control, fish and wildlife conservation, and recreational opportunities.

B. McGee Creek Project - Authorized in 1976, the project is now under construction. Located in the southeastern part of the state, the project will include a multi-purpose dam and reservoir on McGee Creek in Atoka County and will provide municipal and industrial water for the city of Atoka, Atoka County, the Southern Oklahoma Development Trust and Oklahoma City. An additional 20,000 acres will be preserved for wilderness recreation and wildlife management.

C. Mountain Park Project - The cities of Altus, Snyder and Frederick receive municipal and industrial water supplies from this project.

D. Norman Project - In the central part of the state, Norman Dam forms Lake Thunderbird. The project delivers 25,000 acre-feet of water annually for municipal and industrial use in Norman, Midwest City and Del City. Lake Thunderbird is one of the Bureau of Reclamation's most visited reservoirs anywhere in the 17 western states.

E. Washita Basin Project - This project delivers municipal and industrial water annually to Anadarko, Chickasha, Clinton, Bessie, Cordell, Hobart and Butler. The project was designed with the potential to provide irrigation water also.

F. W. C. Austin Project - This is the only Bureau project in Oklahoma that supplies irrigation water. This project also provides municipal and industrial water each year to the city of Altus.

3. Kansas Projects

A. Wichita Project - A multi-purpose project, it provides municipal and industrial water to the city of Wichita, flood control, fish and wildlife habitat, and recreational benefits. This reservoir has prevented an estimated $5 million in flood damage.

4. Colorado Projects

A. San Luis Valley Project - Reservoirs and other facilities have been planned in the Rio Grande and Conejos River Basins for supplemental irrigation, flood control, and hydroelectric power development in the San Luis Valley. The project is divided into four divisions. Only Platero Dam and Reservoir have been completed in the Conejos Division. The unit has operated almost exclusively for flood control.

B. Closed Basin Division - Authorized in 1972, construction on this water salvage division started in 1981. The construction period is expected to be about 10 years.

5. New Mexico Projects

A. Carlsbad Project - Originally constructed by private interests, this project was purchased and rehabilitated by Water and Power in the early 1900s. This project provides for irrigation and flood control.

B. Middle Rio Grande Project - This project includes realignment of the Rio Grande in the vicinity of Truth or Consequences, New Mexico. Water and Power Commission and the Corps of Engineers jointly planned the comprehensive development of the project. Water and Power undertook the rehabilitation of El Vado Dam, rehabilitation of project irrigation and drainage works and channel rehabilitation.

C. Navajo Indian Irrigation Project - Currently under construction, this project will irrigate 110,000 acres. It will provide livelihood for 6,500 Navajo families.

D. Rio Grande Project - This project furnishes irrigation water and generates electric power for communities and industry in the vicinity.

E. San Juan-Chama Project - This multi-purpose project transports water from the west to the east slope of the Continental Divide. Allocations provide municipal and industrial water for use by the city of Albuquerque and other municipalities, irrigation water, and water for fish and wildlife and for recreational benefits.

The project information was taken from pamphlets supplied by the Bureau of Reclamation, Department of the Interior, U. S. Government Press, 1983.

IMPLEMENTING EMPLOYEE FITNESS PROGRAMS

Ray Galloway
Larry R. Gettman

Employee Fitness is a rising need in demand by employers. It has proven to have an extremely positive effect in past and on-going studies of job effectiveness.

Ray Galloway, Athletic Supervisor for Plano Parks and Recreation Department, presented Dr. Larry R. Gettman who is a Health and Fitness Consultant and a former Director of the Institute for Aerobic Research and Fitness in Dallas, Texas. He was the Director of the Mesa Petroleum Company Employee Fitness Program and is co-author of Implementing Health/Fitness Programs. He also helped develop the American Heart Association Employee Health Promotion Program called "Heart at Work".

Dr. Gettman presented slides on implementing employee programs in a variety of settings. Those principles apply to private corporations, city departments/groups, community and clinical settings and any organized group of people. The guidelines presented had been used to develop the "Heart at Work" program and were based on experience in the corporate, community and commercial settings. The reasons for starting an employee fitness program is that it is beneficial to both the employer and the employee. A "fit employee" benefits to the employer that have been proven include lower health care costs and reduced absenteeism. Other benefits to the employer are a higher level of employee morale and greater productivity. Benefits to the employees themselves are reduced stress, self-confidence is enhanced, risk of injury is minimized, plus their improved health is important. Therefore, goals of a fitness program are a mixture of employer-employee benefits; plus the best idea is to have a shared cost to both the employer and employee. In that way the employee knows that he has a financial commitment and will participate in the program.

Outside resources such as health centers, public parks or other facilities can be utilized in the exercise programs. Inside resources or on-site areas should be composed of shower and locker room facilities, an exercise area, a weight room, classrooms, a child care center, indoor or outdoor track, a swimming pool and a medical clinic.

There are three important steps in starting an employee fitness program:

1. The key factor is selecting an appropriate staff. Selection of staff is the most important factor in whether or not the program will be successful. Instructors should have a Physical Education or Exercise Science degree or a certificate from the American College of Sports Medicine.

2. The second important step is developing an appropriate program to meet the organization's goals.

3. The third important step is to plan for the appropriate facilities to carry out the program.

The personnel should include a Project Coordinator (not necessarily a fitness specialist) and a medical doctor. Credibility of the exercise program is increased through the use of a local medical doctor from the community to oversee the program.

The "in-house staff" depends on the size of the program, but usually there is a Program Director and support personnel such as a secretary, desk clerks and a data entry clerk, if the program is kept on a computer. Exercise, recreation and health promotion specialists may also be needed depending on the size of the group.

In developing the employee fitness program, there are two major steps: A medical evaluation and a fitness profile. For a medical evaluation, the medical history, physical exams and, on occasion, lab tests are collected on each individual. A fitness profile should relfect cardiorespiratory fitness, body composition, flexibility and strength. Body composition can be measured in a skinfold test that predicts body fat. The skinfold test is the most accurate and most economical technique on the market. Flexibility measures the range of motion in all the joints by performing sit and reach tests. The strength of an individual is calculated by doing a number of situps and pushups.

The way to keep an employee fitness program going is to make sure that a follow-up visit for a medical evaluation and a fitness profile is scheduled for either a six month or year period. In that way the individual can see if there has been some progress made and can be recognized for achievements. Education and communication with brochures is also essential in continuing the program. Health enhancement packages with various brochures and films are beneficial for the employee as an educational experience. Motivation can be increased through rewards and incentives such as bronze, silver or gold pins which are awarded for the activity level. Another type of motivation is the "Well Plan". The plan is designed as a reimbursement to the employee at the end of the year for not smoking, having a regular physical exam, making no medical claims and having no sick days. Special events like seminars, speakers or employee newsletters on fitness related topics may also be used as a motivational device. Also, a program evaluation must be in effect to keep records of programs, the participation rates and the progress of the participants.

The "Heart at Work" program's primary intent is to reduce health associated costs and absenteeism through preventive means. It is also to build a supportive culture for the employees and create a positive working environment and a lifelong change in health habits.

Heart disease is the leading cause of death and disability among employed persons in the United States. Therefore, the employer bears the burden of health and life insurance premiums, disability insurance and worker's compensation claims.

High blood pressure is a major risk factor of heart attack and stroke. It is often identified as the "silent killer" because it goes undetected due to lack of symptoms. Thus the program is for identifying and controlling hypertension. Employees are motivated to get their blood pressure checked on a regular basis.

The Smoking Cessation Program provides positive enforcement for quitting. Booklets and brochures and a self-help kit entitled "How To Quit", "The Good Life", and "Calling It Quits" promote the benefits of being a nonsmoker. On an individual basis, 95% of employees who smoked were able to quit on their own; and 5% were able to quit when enrolled in the cessation program as a group.

The Nutrition and Weight Control Program educates employees in the four basic food groups of meats, vegetables, fruit and bread. It concentrates on the reduction of salt, saturated fat and cholesterol to help lower the risk of heart disease. The program also created the idea of gradually replacing snacks with nutritious foods in vending machines within a period of six months.

The Exercise Program is set up to help employees understand that a regular exercise regime will gain health benefits. The company provides the motivation and support through exercise programs and team activities.

The Signals and Actions for Survival Program teaches employees and their families to recognize heart attack symptoms. It also encourages them to call for help whenever they see the symptoms of a heart attack occurring rather than waiting to see what happens.

Each of these modules may be implemented on various levels. It depends on employee interest and health needs and also the organization's resources.

In conclusion, the realization of importance of prevention-oriented programs and company sponsored "wellness" programs help employees help themselves as well as reducing the burden of life and health insurance on the employer.

PARKS AND WATER - MANAGING PARKS WITH LAKES

Kit Barkan
Bunny Bennett
Jim Manning

This session dealt with those problems associated with managing parks which contain lakes and how many of them are corrected.

In the city lakes of Oklahoma City, Oklahoma, there exist many problems, the first of which is there are several agencies, all of which have jurisdiction on the lakes or lake land. Another problem is litter and its collection. In 1984, the Parks and Recreation Department organized a public works program which collected over 12,000 garbage bags full of trash and saved the city $56,000 in labor costs.

The Oklahoma City Parks Department also makes use of a ranger aid program during the summer months. This program is used in order to control the use of boat stalls. Since there are many boaters and only a few stalls, names are taken from a hat to insure fair ownership of the stalls.

There also exist many inconsistencies in the legislation which include driving cars on the grass; advertisements; public drunkenness; molesting of plants and animals; activity permits and group activities. The Oklahoma City Parks and Recreation Department is now going through the process of looking into and correcting these problems.

Problems facing lake oriented parks within the city of Austin, Texas are just as numerous. However, the first problem to be confronted is what should be the purpose of a lake manager. First, the answer is preservation of resources; and second, the facilitator of passive and active recreation activities. The prime purpose of a lake manager is service oriented programming.

Other existing problems and how they are confronted by the Austin Parks and Recreation Department include:

A safety hazard exists between boaters and swimmers; this is met by roping off swimming areas.

A severe litter problem, which is heightened after rainstorms, is controlled by a four-member crew whose only job is litter gathering.

A problem with ground forms in areas of low visibility by park employees is met with stepped-up patrols.

A problem of aquatic plant life which form hazards for fishermen and swimmers can only be confronted by more trimming, but is still a never-ending battle.

Flood control and creek bed improvements.

Hazardous electric lines throughout the area are confronted through more extensive work with the local power company.

This all ties together by the use of law and protection. Although many problems exist, the only way to halt them is to confront them. If the first idea does not work, try, try again.

OFFICE AUTOMATION AND COMPUTERIZATION:
The Biggest Threat to Middle Management Since Proposition 13

Jeff A. Stuyt

Dr. Stuyt stressed the need for fast and easy information or record retrieval from filing systems. Advantages and disadvantages of computerization systems and labor reduction were discussed.

The total management cost in many Parks and Recreation departments in office overhead is 30%-50%. White-collar wages and benefits use three-fourths of the cost in running an office. The rest of the cost goes for equipment, rent, heat, light, etc.

The major weak element in the daily operation of Parks and Recreation offices is the white-collar productivity. Therefore, the reason for office automation is to achieve greater savings. In 1982 a study of the American Productivity Center showed that 99% of all large companies averaged gains of 9.5% with the use of productivity improvement programs through the use of computers.

The professional field needs an improved access to information and a faster movement of information. Four of the typical activities in which everyone is involved on a job are searching for data, inputting information, processing data and distributing information. An average office professional uses 20%-30% of his time looking for information. Everyone who works in an office can be, and is, involved in automation.

There are numerous valuable tasks which main office automation technologies can provide. It can prepare, create, capture, edit and revise information on the computer screen. It will also search, store, retrieve, review and research information through use of a computer program. Two additional tasks that automation technology provides are duplication and distribution.

A few disadvantages of office automation is that vague problems will not be solved. The term "GIGO", garbage in-garbage out, is used in a particular situation when information is not precise or clearly stated into the computer. Another disadvantage of having office automation is having to train everyone in the office to utilize it; plus trial applications of purchasing the right computer for office use. Inform yourself well before an amount is spent on it only later to find out there is a conflict and the results desired are not being produced.

Several steps to take in starting automation in an office are involved. Number one: Do a needs assessment evaluation to see if it is necessary in your office. Then, get a commitment from top management. And last, set objectives and criteria and make it an extension of yourself through involvement.

An example of how office automation can save time and money is by reflecting how the traditional secretary divides her work time in contrast to the use of a word processor. The work time of a traditional secretary is spread over the following tasks:

General clerical work	31%
Typing and proofreading	19%
Waiting for work	14%
"Go-fering"	12%
Telephone	8%
Filing	5%
Mail	5%
Personal Time	4%
Dictation	2%
TOTAL TIME	100%

Word processing speeds up the production of documents, e.g., typing a letter. The cost of one letter by the traditional method is as follows:

Dictator's time	$2.00
Secretarial time	2.18
Nonproductive labor	.63
Fixed charges	2.17
Materials cost	.24
Mailing cost	.38
TOTAL COST	$7.60

Many other uses of office automation and computerization can be accomplished. Budget preparation, information retrieval, word processing, specifications, rentals/registrations, scheduling/reservations are basic uses. The application of a spread sheet is used for financial needs. A spread sheet is basically designed similar to a checkbook. The convenience is that if an error is made in one column of information, it can be corrected by reinserting the correct information and the columns following the corrected column will change automatically; whereas in a checkbook the following entries must all be erased and rewritten. Other uses would be for accounting/ledger purposes, inventory and work orders, marketing research and communication.

Visicalc, SuperCalc and Appleworks include spread sheets. For information retrieval, a data base is used. There are two types of printers - a dot matrix and letter quality which is a laser print that is darker and thicker.

Requests for proposal or purchase consist of 8 various steps. To begin with, an Office Automation Study (OAS) should precede any step involved. The steps are: 1) Initiate the OAS; 2) Involve the office management; 3) Prepare the office staff; 4) Design forms and procedures; 5) Prepare statistical data - use questionnaires and interviews; 6) Collect the OAS data; 7) Analyze the data; and 8) Prepare a report for management.

Other suggestions for continuous motivation are by having consultants speak at seminars, the use of a computer update newsletter and computer workshops.

Office automation and computerization depends largely on which type will work best at your facility for future improvements and growth.

CONFLICT MANAGEMENT

Martha Couch

Conflict is something that everyone must deal with at some time in their life. The objective of this session was to help people recognize different types of conflict and show you ways to resolve conflict in a resourceful manner.

To make sure that everyone was alert and paying attention, Russell Studebaker was asked to stand up every fifteen minutes and shout "I'm alive". The rest of the group would then stand up and shout "I'm alert". This was effective three times during the hour and one-half session. Prizes were also a large part of this session. They were given out for reading a paragraph or getting the most answers on a quiz. Some of the items given away were toothpicks (to dig out answers to conflict), a handi-wipe (to wipe up the situation), matches (since sometimes the situation gets hot), a potholder (the situation can get too hot to handle), and tape (to wrap up the situation). The prizes brought many laughs from the session participants. A booklet on conflict management was passed out to each person who attended the session. It included many examples of conflict that enabled the session participants to generate ideas on how to solve the conflict examples.

In conflict management, a "both win" situation is what is trying to be achieved. The conflict continuum explains how this can work.

one loses	both lose something	both
one wins	both win something	win

When both people can win, the conflict is really resolved rather than the alternatives which do not allow for a both win situation.

There are three possible kinds of conflict:

A. About concrete, or tangible, problems such as rules on the use of money.
B. About personal and emotional differences between people.
C. Includes both concrete problems and personal and emotional differences.

In order to solve a problem, four things must take place:

A. Identify the problem.
B. Search for information and alternatives.
C. Evaluate the alternatives.
D. Make the decision!

Give this idea a thought or two!

"A problem well-defined is half-solved!"
John Dewey

There are certain conflict management types that work for particular types of conflict. They are:

1. Smoothing - this is where the conflict is smoothed over for a period of time. The problem is not solved.
2. Winning - all sides come out winning and everyone is happy.
3. Withdrawal - you sleep on it; you do not take action right away.
4. Compromising - this is a give and take situation with a direct result.
5. Collaborating - you get an outside opinion. That way the person is neutral and can give an honest opinion.
6. Power or Dominance - one person is dominant over another which influences the outcome of the conflict.

In conflict management, there are two things that need to be reached:

1. Conflict resolution - solve the problem right now; do not wait.

Conflict resolution skills include:

a. Cooperation
b. Resources, people and money
c. Power
d. Benefits from problem solving
e. The needs of the people involved
f. Similarities
g. The help other people can give

2. Conflict control - reduce the conflict in the future. Suggestions for conflict control include:

a. Have job descriptions
b. Have rules or guidelines
c. Develop communication
d. Develop an atmosphere of cooperation.
e. Have a delegation of decisions

Conflict management is a real challenge. By following these five suggestions, conflict management and resolution can be obtained more easily.

1. Be a personal example.
2. Solve conflict where both can win.
3. Develop skill to pinpoint real problems.
4. Promote the attitude that cooperation is desirable.
5. Develop a professional improvement plan for conflict management.

WORK MANAGEMENT SYSTEMS
That Really Work!

Max Wiens
Jay Ellington
Bill Lloyd

A work management system is a system that organizes work orders by priority, schedules them, tracks the costs, inventories supplies, and examines resource allocations (i.e., cost of operations and manpower allocations). The computerized system discussed is ideal for all maintenance, both scheduled and unscheduled. There is no longer a need for paper shoveling and information is easily obtained at any computer work station in the system.

Regularly scheduled maintenance is automatically put on the "calendar". Requests for other maintenance are coded into the Data Management System (DMS), given a priority level which is determined by a deadline. Then crew foremen receive the tasks by priority for that day. Trip reports are coded into the computer to calculate a monthly cost analysis and determine variances from a standard. This can aid greatly in finding inefficient cost centers. Department vehicles can be scheduled for maintenance to insure they use a minimum out-of-service time.

An important aspect of this type of system is that it can be used in more than Parks and Recreation Departments exclusively. Municipalities can use this system in utilities and other areas. The cost of the system can be shared between departments - or even better - your city may already have a work maintenance system program license such that your department can already use it (it's paid for).

Since computers are made for speeding number-crunching and character manipulations, they are ideal for areas such as maintenance organizing and summary reports.